EFFECTS OF LEADERSHIP STYLES ON COMMITMENT, ORGANIZATIONAL CULTURE, AND MOTIVATION AT WORKPLACE

SYNOPSIS

submitted to

Lingaya's Vidyapeeth

in the partial fulfilment of the

Degree of

Doctor of Philosophy

in

Management

by

Ashutosh Shukla

Reg No : 20PHMG09

under the guidance of

Dr Ankita Nagpal

Associate Professor

Department of Management

School of Commerce & Management

Lingaya's Vidyapeeth, Faridabad, Haryana

August-2022

CERTIFICATE

This is a certification that the synopsis, "Effects of leadership styles on Organizational Culture, Commitment and Motivation at Workplace," submitted for a portion of the prerequisite for the completing degree of "Doctor of Philosophy" at School of Commerce and management, Department of Management, Lingaya's Vidyapeeth, Faridabad, is a record of the legitimate research carried out by Mr./Ms. Ashutosh Shukla, Reg. No.20PHMG09 under my supervision. It has been admitted that help was provided throughout the course of this investigation.

Dr Ankita Nagpal

Major Advisor Department of Management

Faridabad

Dated: 2^{3rd} Aug 2022 Signature

Table of Contents

Certificate 2

Table of Content 3

1. Introduction 5

1A. Leadership Concept 4

-Types of Leadership 5

1B. Organizational Culture 6

-Importance of Organizational Culture and it's importance 7

2. Literature Review 8

2A. Methodology 9

-Design 9

-Search Strategy 9

-Inclusion and exclusion criteria 10

2B. Literature Review Findings 10

3. Research Gap 14

- Funnel down approach 15

4. Objectives and Hypothesis 17

4A. Objectives 17

4B. Research model 17

4C. Research Hypothesis 18

5. Research Methodology 20

5A. Sample Technique and Data Collection 21

5B. Measures 21

6. References 22

INTRODUCTION

While reading the Harvard Business Review (Boris, 2018), it was noted that several cultures are present in some of the best companies, as seen by the top leadership philosophies such as learning at Tesla, caring at Disney, results at GSK, and authority at Huawei. Therefore, senior leadership has an impact on the business culture, which is true even in Indian contexts like Tata Companies, which has a well-known name associated with the principles it has established. The importance of organizational culture on outcomes like competitive advantage, customer satisfaction, and employee satisfaction is also mentioned in the Global Cultural Survey (PWC, 2021), and it is linked to the leadership having a high influence on the opinions of the employees about their organizational culture. With the aid of this systematic literature review, I became interested in learning more about leadership and how it affects organizational culture. I also became interested in potential areas for future research. By examining the existing data and considering the possibilities for additional study, this review seeks to understand how leadership affects organizational culture. This systematic review of the literature is based on PRISMA principles and includes studies over the past 20 years that focus on how leadership affects organizational culture. The review begins with the most important definitions of leadership used by various scholars, and then it discusses the many styles of leadership as they are articulated in some of the extremely well-known. The review goes on to discuss organizational culture as it is described in some of the most popular papers, as well as the significance of organizational culture. After that, this review examines the many academic works that establish the connection between organizational culture and leadership, taking into account some of the most well-known research from the previous 20 years. The article concludes by highlighting its shortcomings and possible future lines of inquiry.

LEADERSHIP

If we believe that defining leadership is relatively simple, we cannot enlarge on it by employing various gimmicks (Kotter, 1988). The act by which a group of people get influenced to achieve a common objective is commonly understood as leadership (Northouse, 2010). According to Bass (1990), who examined numerous definitions of leadership, any leader is a change agent who has an outsized influence on those around them. It is believed that leadership happens when a group member increases the motivation and skills of other group members.

Leadership is also seen as a sociological or psychological phenomenon, where leaders have certain demographic characteristics and personalities and are the outcome of an individual from a group coming together in response to needs that the members of the group have (Safonov et al., 2018). Leadership has been clearly distinguished from management, where leaders are thought to take head on the current quo, create the organization's future vision, and also inspire employees to realise the vision. Management, meanwhile, is primarily concerned with staffing, implementing, and controlling (Rodsutti & Swierczek, 2002; Kotter et al., 1990,1996,1999).

Leadership is said to has a role in the company's failure or success (Lok & Crawford, 2003). Given that toxic leadership is on the rise and could be hazardous for both employees and the organisation, it is vital for leaders to be inspiration and guide their teams of workers (Rasid, Manaf, and Quoquab, 2013). (Mehta & Maheshwari, 2013; Veldsman, 2012)

From this point forward, it is interesting to learn about how leadership affects organizational culture and to see at the existing research and the potential for new research with the aid of this literature review.

LEADERSHIP TYPES

Transactional leadership, transformational leadership, and empowering leadership are the three main categories into which leadership has been well-classified. It is one of the most seen types of leadership is transactional leadership, when a leader values the exchange of rewards and other advantages. (Bass, 1985; Howell & Costley, 2001). It derives from the idea of communication between the team's leader and members (Bass & Stogdill, 1990)

As transformational leadership style tends to highlight on increasing the team member's commitment to the organization's goals (Stone, Russell & Patterson, 2004; Yukl, 2002). According to numerous researchers, transformational leaders exhibit a variety of characteristics, including stimulation intellectually, idealised influence, inspirational motivation, and personalised consideration (Bass & Avolio, 1994; Burns,1978; Bass,1990). By articulating engaging and fascinating visions, the transformational leader motivates and inspires others (Lowe, Kroeck & Sivasubramaniam, 1996; Bass, 1985; Bass et al., 1987; Moorman & Fetter, 1990; Conger, Kanungo & Menon, 2000; ; Conger, 1989 Podsakoff, MacKenzie House, 1977; Kark, Shamir & Chen, 2003; Burns, 1978).

Empowering leadership, a complete shift that puts emphasis on follower self-impact rather than top-down, external influence, is another type of leadership. These leaders place a strong focus on self-control, self-influence, and managing self (Manz and Sim,1990,1991). Because of this, followers of this leadership become self-leaders who are in charge of their own behaviour (Yun, Faraj & Sims, 2005; Yun, Cox & Sims, 2006; Manz & Sims, 1987; Pearce, Yoo & Alavi, 2004; Pearce & Sims, 2002; Ahearne, Matthieu & Rapp; 2005)

Although other scholars have categorised leadership in a variety of ways, transactional and transformational, empowering leadership styles are the ones that are most frequently considered in relation to organizational culture.

ORGANIZATIONAL CULTURE

A common group of beliefs, customs, expectations for behaviour, and standards is known as an organization's culture, and it can have an impact on how individuals, teams, and groups interact and work together to achieve corporate goals (Hargreaves,1992). The "joining factor" that keeps an organisation bonded as the source of identification and a distinctive skill early in its development is its culture (Bass, 1993). Assumptions, values, societal norms, and expectations are only a few examples of the different organizational culture components covered by Cameron and Quinn (2011). the most popular definitions read for organizational culture is a collection of beliefs, values, and behavioural patterns that together form the main identity of organisations and shape the behaviour of the workforce. Deal and Kennedy, 1982; Jones, 1983; Schein, 1992; Deshpande and Farley, 1999)

Hofstede (1980) has done one of the very early studies on organizational culture and developed a number of ideas as a result of his research. Because it provides the mechanisms of selection, such as values and norms, that people can use to execute the events, organizational culture also functions as a cognitive map that may affect how the context is framed (Jones, 1983). Another early scholar who conducted solid research and proposed a group of management practises and behaviours that both possess and apply those core ideas as well as underpinning the beliefs, their values, and their concepts that may serve as the base for management system of an organization (Denison, 1991). Members of one organisation are distinguishable from those of another through collective mental conditioning, according to Hofstede (1997). Additionally, explained as a collection of shared presumptions that group has developed in response to difficulties with external adaptation and internal integration, and that appear to be sufficiently accurate to be taught to new hires in order to help them think,

assume, and feel about those difficulties (Schein, 2004). Individual behaviours also have an impact on the organisation; they are not just influenced by the organization's culture (Kotter, 2008).

Likewise Attention to detail, risk-taking and innovation, individual orientation, assertiveness, outcome orientation, stability, and team orientation are further seven traits highlighted by Robbins (2005). Organizational culture refers to people's mental attitudes that set them apart from one another, whether they are inside or outside of the organisation (Hofstede, 1991). In order to overcome the challenges of external adaptation and internalisation, organizational culture is a collection of presumptions or a system of beliefs, values, and standards developed within an organisation. (2000) Mangkunegara Even the three layers of organizational culture values—those that can be observed, expressed, and underlying—have been noted by Daft (2005). Each person has a highly distinct personality, and this pattern becomes a distinctive differentiating trait as a result of their cultural characteristics and interpersonal ties. According to (Wu, 2007; Hellriegel et al., 2004), organizational cultures are the consequence of important groups of people's interactions and gathered individual decisions, with an emphasis on gathering rather than shared nature.

THE IMPORTANCE OF ORGANIZATIONAL CULTURE AND ITS MEASUREMENT

According to the author, the "flexible organizational culture" of the enterprises involved is a key success element for businesses since it enables them to contribute to and adapt to the changing culture (Rahman and Kumaraswamy, 2003). Effectiveness and performance within an organisation have been found to be significantly impacted by organizational culture (Xiaojuan, 2007; Denison's, 1999; Cameron and Quin, 2011). Many academics believe that strong organizational cultures are responsible for construction businesses' high performance, success, and organizational effectiveness (Denison and Mishira, 1995; Deal and Kennedy, 1982; Barney, 1986; Hoecklin, 1996; Schein, 2004). Authenticity, trust, openness, pro-action, autonomy, experimentation, and confrontation are a few of the eight cultural principles that make up an organization's culture. (2010) Sharma and Sharma. According to studies, a strong culture that is associated with high member agreement fosters loyalty, cohesion, and organizational commitment and significantly lowers turnover (Robbins, 2005). Organizational culture having a vital impact on how the people of the organisation behave when it comes to structuring organisations. Therefore, it should be considered as a significant

contingent variable. It is developed and embedded by the organization's leadership (Armstrong, 2009).

Various researchers have created number of theories to explain the importance of organizational culture, such as Denison's theory (1990), which focuses on the author's four pillars of mission, consistency, participation, and flexibility. A theory focused on connecting organizational culture with different leadership philosophies has been put out by Handy (1999). A theory developed by Cameron and Quinn in 1999 links the organizational culture to competing value frameworks.

Researchers and academics developed a variety of metrics and approaches to evaluate organizational culture (Muller, et al., 2008;Barley et al., 1988;). A relatively early four-dimension model with elements like uncertainty avoidance, power distance, masculinity, and individualism was developed by Hofstede (1980). An additional model that focuses on the connection between the values displayed by an individual and an organisation Profile (Reilly et al, 1991). One other method put out was OCTAPACE, which measures the following traits: confrontation, openness, trust, proactiveness, authenticity, autonomy, and collaboration (Denison, 1980).

LITERATURE REVIEW

METHODOLOGY OF LITERATURE REVIEW

A. Research Design

The review was conducted over a 20-year period from April 2001 to April 2022 using the PRISMA by Moher et al. (2010), with the most recent research focusing on the effect of leadership on culture in organizational.

B. Search Strategy

Literature reviews are a crucial part of the research process (Borrego et al., 2014). It offers a solid foundation for the advancement of knowledge by enabling scholars to synthesise and reflect on prior research (Paré et al., 2015). As a result, the phrases "leadership" and "organizational culture" were often used in literature searches in databases like Google Scholar, EBSCO, and Web of Science.

C. Inclusion and Exclusion Criteria

Two inclusion criteria that had to be present simultaneously were the driving forces for the systematic literature review, according to Moher et al(2010) using PRISMA guidelines. Articles on how leadership affects organizational culture a) Some earlier fundamental studies that were only taken into consideration or utilised to establish the concepts b) Studies that do not take care of the impact of leadership on organizational culture" or studies that take into account other factors rather than the "impact of leadership on organizational culture" are excluded from this systematic literature review. Conference papers were excluded, and unpublished data were ignored.

This literature review followed the PRISMA guidelines. 9,94000 articles were discovered using Google Scholar, and 311 articles were discovered using advanced search with titles from all three databases (Table 1), with 119 articles being eliminated after reading the abstracts and realising they were duplicates and important to the topic. After reading the full texts of all 112 shortlisted articles, 71 were disqualified for various reasons, including lack of topical relevance, the absence of full-text conference papers, thesis abstracts, book chapters, or magazine articles. In Figure 1.

Finally, 41 studies that satisfied the inclusion criteria and were specifically focused on the effect of leadership on organizational culture were chosen for a comprehensive literature review.

The following journals, which are used in this study and are listed in Table 2, have published some of the articles:

LITERATURE REVIEW FINDINGS

LEADERSHIP AND ORGANIZATIONAL CULTURE

Organizational effectiveness, which is a image of leadership and organizational culture, and success are tightly linked in today's complex workplace (Cohen, 1990). Since effective leadership is crucial to an organization's success, every profession and field realistically needs that it come first, then the management (Covey, 1989). Ogbonna and Harris (2000); 2006 .. The social reality that the organization's members experience can be developed and shaped by its leaders. They consequently assist in forming the organization's values and vision, as shown in Figure 2 (Fincham & Rhodes, 2005).

According to Sternberg (1985), leadership is a continual procedure by which an individual demands people to achieve an objective and manages the organisation in a manner that can

strengthen its coherence and cohesiveness. affecting significant changes in members' attitudes and assumptions and also cultivating dedication to organization's goals, mission, and strategy (Figure 2) (Yukl,1994).

Organizational culture has several benefits in the form of a tool for organizational development and transformation. Major two factors are crucial to the functioning of enterprises (Schein, 1992; Fiedler, 1996). Leadership and organizational culture are more tightly correlated during the transition and development process (Sarros, Cooper & Santora, 2008). According to researchers, organisations can only successfully create and maintain a culture that is change-adaptive if they have strong leadership (Kotter, 1998). The roots of the culture are shaped by the behaviours and attitudes of leaders (Denison, 1991). As a result, in many firms today, organizational culture and leadership are still essential for growth and change management (Dull, 2010).

Transformational leaders are seen to have a natural ability to inspire their followers through their vision and enthusiasm (Howell & Avolio, 1993; Bycio et al., 1995). Additionally, it is asserted that the connection between leadership and culture is so strong that an organizational culture characterised by traits of a transformative nature can be described (Bass and Avolio, 1993). According to Block, staff members should perceive their organization's culture as flexible, participative, collaborative, and having a clear aim if they have given their immediate manager good marks for transformational leadership (2003). According to Lim (1995), culture can also serve as a filter through which other crucial factors, such as organizational success and leadership impact, might pass. Some academics who agree that organizational culture modifies the connect amongst leadership and performance claim that the linkage amongst leadership styles and expected results is also mediated by organizational culture (Xenikou and Simosi). More than any other component, organizational culture exposes a company's likelihood of survival (Pascale, 1990). It's also essential for assessing an organization's performance (Denison, 2000). Independent of their qualities, it has been discovered to have an impact on the performance of the organisations (Fisher & Alford, 2000). Additionally, it serves as a means of realising the leaders' vision and aids in the development of a setting that encourages organisations to embrace change (James et al., 2007).

The connection between corporate culture and leadership is related experimentally, and it plays a part in defining an organization's effectiveness (Block, 2003). Additionally, it has

been noted that the organizational culture has historical roots that might stifle even innovation. because culture is degrading. It has been suggested that leaders can promote the growth, forming, and upkeep of a positive organizational culture as well as organizational innovation by generating new group of values being shared (Schein, 1990). Leaders can also have a high impact on the culture of their organisations when they initially start out. They develop become culture creators and definers, able to instil the beliefs, attitudes, and principles that they perceive are essential and beneficial to the business. Schein (1990; Denison, 1990)

The effectiveness of the organization's members is also impacted by its leadership and culture (Keup, et al., 2001). Additionally, the author discusses the influence of any organization's culture, arguing that culture has a significant impact on how people think and approach their work. A strong organizational culture is not something that just happens; it is fostered by management, adopted and practised by staff, and passed on to even new hires (Kruger, 2003; Hellriegel et.al., 2004),

Academics believe they are in command of cultural revolution as a result (Schein, 1985; Trice & Beyer, 1993). They have an effect on the opinions, actions, and attitudes of organizational members (Sarros et al., 2008). They can thereby influence and position the company's culture (Schein, 1992; Denison & Mishra, 1995). According to research on organizational culture, leaders have a critical role in creating and preserving specific types of culture (Ogbonna & Harris, 2000). Leadership has a high effect on an organization's ability to transform its culture (Finchum & Rhodes, 2005).

According to Kolisang (2011), there is a high connect between particular types of leadership styles and the development of organizational culture. It was discovered that major determinants of organizational culture and leadership orientation elements included even job happiness, organizational commitment, and possibilities of leaving the organisation (as shown in Figure 2).

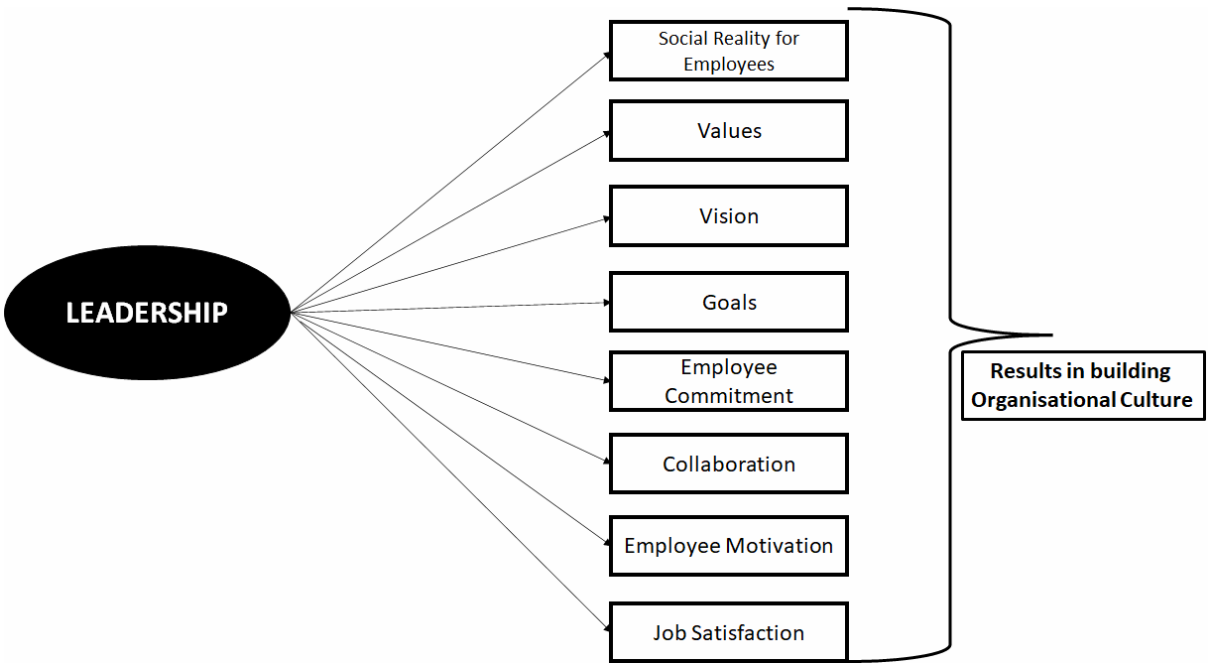
Another researcher discovered that leadership styles are crucial for creating organizational culture as well as job commitment and job satisfaction (Rahman & Jantan ,2020). Another study being conducted in the construction industry found that a variety of leadership behaviours served as the cornerstones for creating an organization's culture and that the transformational leadership style is the very effective for doing so. While numerous disputes that were seen occurred as a result of the clan culture. 2014's (Alkhamali).

One study even stated that the development of an inventive and dynamic culture was significantly influenced by the leadership, particularly the transformational style of leadership (Baah et al., 2011) A different study found that whereas transformational leadership promotes market culture and adhocracy, which both have a great effect on the integration of performance measurement, transactional leadership is strongly related to hierarchy culture and clan culture (Tuan, 2010).

The results showed that the leadership styles, both directive and participative, have a good and significant effect on an organization's culture. On the other hand, direct leadership has a unfavourable and minimal effect on adaption. The research also showed that directive and participative leadership had no cumulative effects on organizational culture. However, the impact on organizational culture was greater when participative leadership was in combination with directive leadership (Bell et al., 2014)

Figure 1:

Impact of Leadership on Organizational factors



Developed by author from findings of review

Similar research in the realm of education found that each of the leadership strategies under investigation was positively related to either of the two key facets of organizational culture: sociability or solidarity. The results provided a strong basis for selecting principals who can

promote a favourable school climate (Niemann & Kotzé) (2006). Some studies also suggest that the absence of effective leadership may potentially have detrimental effects on the organisation. According to the study, toxic leadership can have a detrimental impact on organizational culture, job satisfaction, loyalty, and employee attrition (Brouwers & Paltu, 2020).

RESEARCH GAP

The majority of research only consider leadership, organizational culture, and its effects on performance (Tuan, 2010; Habba et al., 2017). As a result, it would appear that there is room to consider additional aspects such as culture, values, goals, organizational citizenship behaviour, motivation, and dedication.

In the past ten years, there is seen drop in research that only examines leadership and culture. And also efforts to mould culture continue to fall under the purview of the organization's leadership (Dull, 2010). Therefore, there is still room for inquiry into the evolving situations brought on by virtual working and other changes in the world. According to academics, the relationship between organizational culture and leadership is still a major concern (Fleenor & Bryant, 2002). Given that the major studies has been done in western nations, it also seems pertinent to investigate the many aspects and severity of this link in diverse places like India.

There have been numerous factors on which the leadership can have an impact when the overall impact of leadership has been seen. The review was able to pinpoint a few elements, including organizational culture, dedication, and employee motivation, where the impact of leadership is observed with the aid of available research on a higher trajectory and also affects the general effectiveness of the organisation.

Table 1:

Identification of Research Gaps

Reference	Research Gap
Katper, Naveeda & Chaudhry, Muhammad & Ali, Muhammad,	Our findings would be very useful in developing a newer model of organizational culture and leadership with the

Naveed Iqbal & Tunio,. (2020).	implementation methodologies that can get easily operational zed in a cross-cultural context if we **replicated this study in multiple contexts and nations.**
Adekoya, Olatunji & Jimoh, Ibrahim & Olajide, Monisola & Olawoyin, Femi. (2019)	A favorable link between organizational culture, leadership behaviour, and organizational success, **which can be further explored with other variables in context**
Nurcahyo, Rianto & Della, Patricia & Polla, Johanes & Irawan, Damar Aji. (2018).	Employee engagement was discovered to be influenced by transformational leadership, organizational culture, and job characteristics. **These findings can be explored further and with various industries**
Isa, Mohd & Ugheoke, Noor Wan & Solomon. (2016).	We underline the necessity for more research on cultural research to study additional types of culture applicable within the public sector domain utilising a bigger sample size as a future research topic and can asses other industries as well. Study can be done in companies with private sector
Mat Salleh, Suzila & Nur & Ali, Siti, Mohd Zahari, Ahmad & Said, (2016).	the objective of this article is to find the connect between work motivation and organizational commitment among employees. Could further assess factors that can impact the organizational commitment. Other Variables and Industry can be investigated
e T, Evangeline & Ragavan, V.P.. (2016)	The impact of organizational culture and employee motivation on employee engagement was investigated in a number of Aon Hewitt, DUP Employee Engagement and Culture. Can be studied in other industries besides the IT and technology.
Szczepańska-Woszczyna, Katarzyna. (2015).	Organizational leaders may assist define and formulate work environments that leads to to organizational innovation, as well as establish and maintain an innovative organizational culture. The links between organizational culture, leadership, and creativity are investigated in this study. Although there are good number of articles but research in this field is limited. Need for more Research
Overall Research Gap	Most of the studies are done on separate variables, so

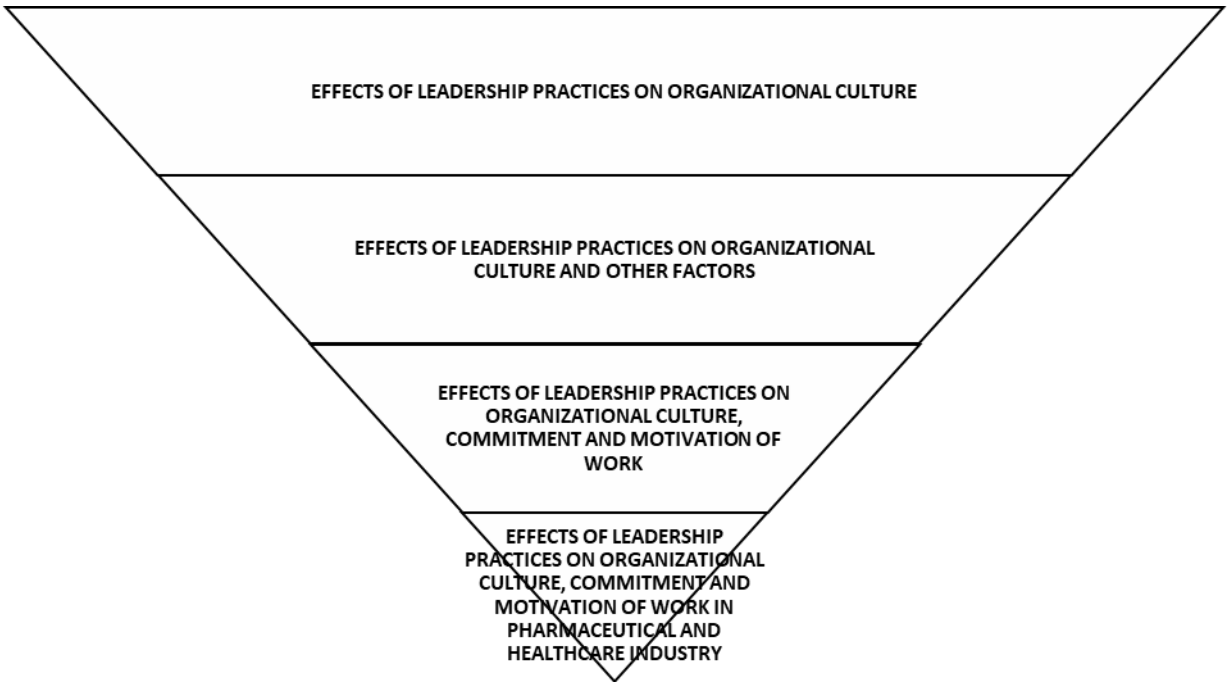
	considering all the four variables makes a difference. To look into "the impact of leadership practices on the organizational culture, organizational commitment and work motivation". Another factor is that the studies being done are in the banking or IT sector mostly, considering a different industry like pharmaceutical will prove further validity

Some of the preliminary work is available but still there is a scope to study the impact further, as seen in this literature review. The study also looks into the pharmaceutical industry in India where still there is a lot of scope in this area.

So we came to the research gap with a funnel down approach:

Figure 2

Funnel down approach to identify variables to investigate


EFFECTS OF LEADERSHIP PRACTICES ON ORGANIZATIONAL CULTURE
EFFECTS OF LEADERSHIP PRACTICES ON ORGANIZATIONAL CULTURE AND OTHER FACTORS
EFFECTS OF LEADERSHIP PRACTICES ON ORGANIZATIONAL CULTURE, COMMITMENT AND MOTIVATION OF WORK
EFFECTS OF LEADERSHIP PRACTICES ON ORGANIZATIONAL CULTURE, COMMITMENT AND MOTIVATION OF WORK IN PHARMACEUTICAL AND HEALTHCARE INDUSTRY

Developed by Author

OBJECTIVES OF THE STUDY

Study has three main objectives:

o To study the impact of leadership styles on organizational culture.

o To study the impact of leadership styles on organizational commitment

o To study the impact of leadership styles on motivation at workplace.

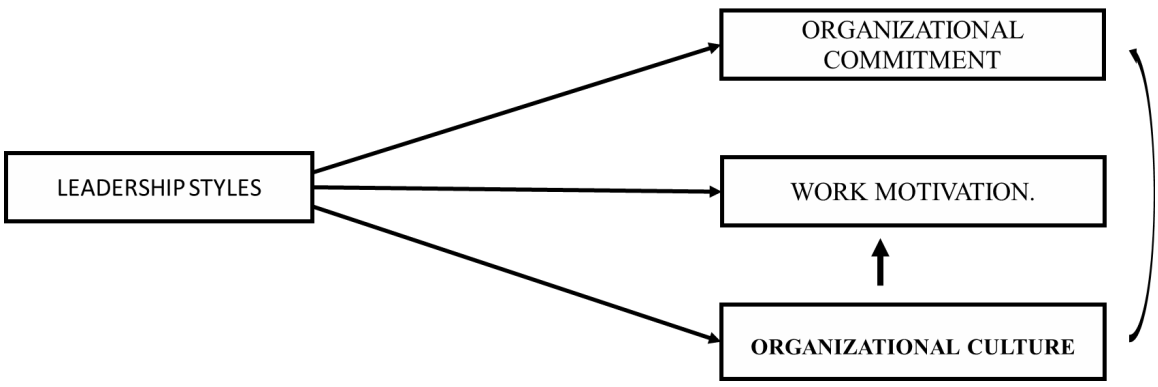
RESEARCH MODEL

With the help of this study and the identified gap from the literature review, we will look into "the impact of leadership practices on the organizational commitment, organizational culture and work motivation". Even though there is some preliminary data available on each one but there is a need to discover the relationship further with all the variables, The variables identified for the study are :

- Leadership practices
- Organizational culture
- Work Motivation
- Organizational Commitment

Figure 3

Research Model to Investigate



RESEARCH HYPOTHESIS

LEADERSHIP AND ORGANIZATIONAL CULTURE

Organizations play a similar role in which culture addresses a common meaning and its justification of organizational events (Schein 2004; Rentsch 1990; Louis 1980). Organizational culture is an phenomenon collective in nature that emerges from social interactions and member understandings, encompassing common values, belief patterns, and behavioural expectations that link people in an organisation over time (Trice and Beyer 1993; Schneider 1987). (Schein 2004). Research from the past supports the claim that an organization's culture influences performance and, in turn, a particular style of leadership behaviour. Organizational culture provides a competitive advantage by elaborating the distinctiveness in a way that allows connect and collaboration for the development of competitive advantage, according to the widely acknowledged importance of culture in developing competitive advantage (Krefting and Frost 1985: Scholz, 1987)..

Comparable to this, it has been asserted that having deeply held and widely held similar values and beliefs enables management to foresee how employees will react to particular strategic goals and options, lowering the risk of unintended consequences (Ogbonna, 1993). A long-term competitive advantage, according to researchers, can be gained by developing organizational capabilities that are superior to and only partially reproducible by other competitors (Reed and DeFillippi, 1990). It is said that organizational culture is a potentially significant aspect in achieving this goal due to its "uniqueness quality" source of producing a competitive advantage and better performance. Any organization's culture can be significantly effected by its leadership, and opposite way as well. The way a firm develops its leadership can also be influenced by its culture. Another method that transformative leaders can change the cultures of organisations they belong, is by first comprehending such cultures, realigning them with a newer vision, and altering accepted beliefs, norms, and values. For instance, transactional leaders follow the established protocols, laws, and standards while working within the cultures of their organisations. (1985, Bass)

Hypothesis 1: The organizational culture and leadership style are closely related.

LEADERSHIP AND ORGANIZATIONAL COMMITMENT

The driving force behind a person's commitment to any of the objectives that are in accordance with the goals or the driving force behind a person's commitment to a course of action that is relevant to one or more objectives is also seen as organizational commitment (Meyer and Herscovitch, 2001). Employee commitment is also linked to a lower attrition rate (Mathieu and Zajac, 1990), improved sharing of knowledge (Alvesson, 2001), a higher rate of organization-wide change acceptance (Iverson and McLeod, 1996; Iverson and Buttigieg, 1999), an increase in organizational citizenship behaviours (Meyer et al., 2002), behaviour which is ethical (Wahn, 1993), and a absenteeism decrease (Eby et al., 1999).

There has been a lot of research on organizational commitment in recent years (Porter, Steers, Mowday, & Boulian, 1974; Meyer & Parfyonova, 2010;Mathieu & Zajac, 1990; Mowdayet al., 1982; Meyer et al., 2002). Leadership and productive behaviours and work attitudes are positively correlated at both the organizational and individual levels (Lowe et al., 1996; Dumdum et al., 2002)

Al-Sharafi and Rajiani (2013) found that leaders can increase OCB (Organizational Commitment Behaviour) by supporting and assisting their team in overcoming obstacles. The study was conducted in the Asian, primarily Arabic setting. Additionally, leaders inspire commitment and devotion in their workforce by highlighting the company's and its employees' bright futures, recognising and praising their accomplishments, and speaking positively about both parties. According to several research, there are several levels of the organizational commitment that are connected to development of an individuals (Reichers, 1985). An employee's level of dedication may increase from low to medium, then increase to even a higher level.

Hypothesis 2: The organizational commitment and leadership style are closely related.

Hypothesis 3: Organizational Culture also has significant relationship with Commitment

LEADERSHIP AND MOTIVATION AT WORKPLACE

Work motivation can be influenced by the organizational climate, which is influenced by managerial and leadership practises, as has been established and scientifically shown in previous studies. To complete the task allocated in accordance with the operational standards of the organisation, employee motivation is crucial. The capacity to act in a manner consistent with a particular goal is referred to as motivation (Indahingwati et al., 2019). Similar decisions about outcomes like productivity, performance, and persistence can be made using this motive.. Many investigations have been carried out in order to establish this link. Employee motivation was researched and variables were identified in Indian and Asian subcontinent studies (Sharma et al., 2014), where organizational commitment was employed as a proxy measure of managerial motivation. Managerial motivation was found to be quite high, and six criteria were discovered to be definite and critical predictors of organizational commitment. According to the research, the top six determinants are: I Job Content, ii) Benefits, iii) Objectivity, iv) Pay, v) Participative Management, and vi) Communication. The most important predictors of organizational commitment appear to be factors that are largely under the control of management or leaders of people in organisations. As a result, it is critical to look into the impact of leadership style, practises, and management approach in determining the impact on organizational commitment and work force motivation levels (Sharma, et al., 2014).

Hypothesis 4: The organizational work motivation and leadership style are significantly related.

Hypothesis 5: Organizational Culture also has significant relationship with Commitment

RESEARCH METHODOLOGY

The research is exploratory, with the goal of determining the relationship between the four important variables. The study is primarily quantitative, with some qualitative data gathering aspects incorporated.

DESIGN OF THE STUDY

The study is an experiment that may use a sample convenience of various respondents from different designations (levels) of the organization in pharmaceutical and healthcare industry. The study may use a factorial design, It enabled the study's empirical investigation of the

relationship between the independent variable—leadership practices—and the dependent variables—organizational culture, employee motivation, and organizational commitment—both separately and jointly.

SAMPLE

Roscoe (1975) mentions about some basic rules to be followed while we decide the sample size:

1. For the vast majority of studies, sample sizes bigger than 30 and lower than 500 are usually always appropriate.

2. When using multiple regression analyses in a multivariate study, the sample size should be at least ten times (preferably more) as large as the number of constructs being examined.G-Power test was also done to establish the sample size

The universe's elements are derived from employees at various levels of pharmaceutical and healthcare organizations, including junior, middle, and senior managers, as well as officers. **The final sample is planned to be more than 500.**

SAMPLING TECHNIQUE AND DATA COLLECTION

This study will use convenience sampling, which is then stratified into hierarchical levels. This method was used to ensure the most accurate and trustworthy analysis possible. The survey questionnaire will be distributed at random to a larger population

Four different instruments can be utilized to collect data on the four primary variables under investigation.

MEASURES:

The further step in this process was to look into the measuring scales which are taken as most used and validated scales in different studies. Leadership style is measured through scale like Northhouse (2001), Organizational culture by Van den Berg & Wilderom (2004), Organizational Commitment by Mowday et al., 1979 . and Motivation at work scale by Eisenberger et al., 1986) will be searched and used during the study.

References

1. Ab Rahman, M. R. Z. B., & Jantan, A. H. B. (2020). Leadership Behaviour Influence Organizational Commitment, Organizational Culture and Job Satisfaction at Public University in Malaysia. Journal of International Business and Management, 3(2), 01-13.
2. Abaan, S. & Duygulu, S. (2008). Perceived Leadership Behaviour and Its Relationship to Organizational Commitment, Job Satisfaction and Intention to Leave among Staff Nurses, Paper presented at the 4th International Nursing Management Conference, October 13, 2008 (Turkey).
3. Abalaesei, M., Tanase, M. & Cuza, A.(2014). Impact of Leadership Practices on Work Motivation: A Cross Cultural Analysis. GIDNI, Section – Economy and Management. ed. Iulian Boldea. - Târgu-Mureş : Arhipelag XXI, 2014 ISBN 978-606-93691-3-5.
4. Abu-Tineh, A.,Khasawneh, S.& Omary, A.(2009). Kouzes and Posner's Transformational Leadership Model in Practice: The Case of Jordanian Schools. Journal of Leadership Education Volume 7, Issue 3 – Winter 2009.
5. Adams, J. (1963). Toward an Understanding of Equity. Journal of Abnormal and Social Psychology, November 1963, 422–436.
6. Adekoya, Olatunji & Jimoh, Ibrahim & Olajide, Monisola & Olawoyin, Femi. (2019). The Significance of Organizational Culture and Leadership Behaviour on Organizational Success. International Journal of Science and Management Studies (IJSMS). 10.51386/25815946/ijsms-v2i5p105.
7. Afshari, L. & Gibson, P.(2015).Why Culture matters to Leadership, Motivation, and Willing Organizational Commitment? Conference: Conference: 3rd International Conference on Management, Leadership and Governance – ICMLG 2015, At Auckland, New Zealand.

8. Alderfer, C. P. (1969). An Empirical Test of a New Theory of Human Needs. Organizational Behavior and Human Performance, 4, 142-175. Google Scholar, Crossref.
9. Alderfer, C.(1972). P. Existence, Relatedness, and Growth: Human Needs in Organizational Settings. New York: Free Press, 1972.
10. Alkhamali, K. S. H. (2014). Leadership style, organizational culture and disputes in public construction (Doctoral dissertation, Heriot-Watt University).
11. Al-sharafi,H. & Rajiani, I. (2013). Promoting Organizational Citizenship Behaviour among Employees–The Role of Leadership Practices. International Journal of Business and Management, Vol. 8, No. 6; 2013 ISSN 1833-3850 E-ISSN 1833-8119, Published by Canadian Center of Science and Education, January 2013.
12. Alvesson M (2001). Knowledge work: Ambiguity, image and identity. Human Relations, 54(7): 863-886.
13. Armstrong, M.(2012). Armstrong's Handbook of Human Resource Management Practice, Kogan Page Publishers, 03-May-2012.3.
14. Bass, B. M. (1985). Leadership: Good, better, best. Organizational dynamics, 13(3), 26-40.
15. Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. Organizational dynamics, 18(3), 19-31.
16. Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. Public administration quarterly, 112-121.
17. Bass, B. M., & Avolio, B. J. (Eds.). (1994). Improving organizational effectiveness through transformational leadership. sage.
18. Bass, B. M., & Stogdill, R. M. (1990). Bass & Stogdill's handbook of leadership: Theory, research, and managerial applications. Simon and Schuster.
19. Bass, B. M., Waldman, D. A., Avolio, B. J., & Bebb, M. (1987). Transformational leadership and the falling dominoes effect. Group & Organization Studies, 12(1), 73-87.
20. Bell, C., Chan, M., & Nel, P. (2014). The impact of participative and directive leadership on organizational culture: An organizational development perspective. Mediterranean Journal of Social Sciences, 5(23), 1970-1970.
21. Block, L. (2003). The leadership culture connection: an exploratory investigation. Leadership & Organization Development Journal.

22. Brouwers, M., & Paltu, A. (2020). Toxic leadership: Effects on job satisfaction, commitment, turnover intention and organizational culture within the South African manufacturing industry. SA Journal of Human Resource Management, 18(1), 1-11.
23. Bycio, P., Hackett, R. D., & Allen, J. S. (1995). Further assessments of Bass's (1985) conceptualization of transactional and transformational leadership. Journal of applied psychology, 80(4), 468.
24. Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework. John Wiley & Sons.
25. Chioma, A., Ahiuzu,L, Uche,L., Ebikeseye, B.(2017). Leadership Style as a Predictor of Employees‘ Motivation and Commitment: Empirical evidence from service organization in Nigeria. Advance Research Journal of Multi-Disciplinary Discoveries I Vol. 16.0 I Issue – I ISSN NO : 2456-1045
26. Cohen, W. M., & Levinthal, D. A. (1990). Absorptive capacity: A new perspective on learning and innovation. Administrative science quarterly, 128-152.
27. Conger, J. A. (1989). The charismatic leader: Behind the mystique of exceptional leadership. Jossey-Bass.
28. Conger, J. A., Kanungo, R. N., & Menon, S. T. (2000). Charismatic leadership and follower effects. Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 21(7), 747-767.
29. Covey, S. R. (1989). The 7 habits of highly successful people. New York: Fireside.
30. Dartey-Baah, K., Amponsah-Tawiah, K., & Sekyere-Abankwa, V. (2011). Leadership and organizational culture: relevance in public sector organisations in Ghana. Business and Management Review, 1(4), 59-65.
31. Deal, T. E., & Kennedy, A. A. (1983). Culture: A new look through old lenses. The journal of applied behavioral science, 19(4), 498-505.
32. Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. Organization science, 6(2), 204-223.
33. Denison, D. R., & Spreitzer, G. M. (1991). Organizational culture and organizational development: A competing values approach. Research in organizational change and development, 5(1), 1-21.
34. Deshpandé, R., & Farley, J. U. (1999). Executive insights: corporate culture and market orientation: comparing Indian and Japanese firms. Journal of International Marketing, 7(4), 111-127.

35. Dull, M. (2010). Leadership and organizational culture: Sustaining dialogue between practitioners and scholars. Public Administration Review, 70(6), 857-866.
36. Dumdum, U. R., Lowe, K. B., & Avolio, B. (2002). A meta-analysis of transformational and transactional leadership correlates of effectiveness and satisfaction: an update and extension. In B. J. Avolio, & F. J. Yammarino (Eds.), Transformational and charismatic leadership: The road ahead (Vol. 2, pp. 35–66). Oxford, U.K.: Elsevier Science.
37. e T, Evangeline & Ragavan, V.P.. (2016). Organizational Culture and Motivation as Instigators for Employee Engagement. Indian Journal of Science and Technology. 9. 10.17485/ijst/2016/v9i2/86340.
38. Eby LT, Freeman DM, Rush ML, Lance CE (1999). Motivational bases of affective organizational commitment: a partial test of an integrative theoretical model. J. Occupational. Org. Psychol., 72: 463-483.
39. Edmonstone, J., & Western, J. (2002). Leadership development in health care: what do we know?. Journal of management in medicine.
40. Fiedler, F. E. (1996). Research on leadership selection and training: One view of the future. Administrative science quarterly, 241-250.
41. Fincham, R., & Rhodes, P. (2005). Principles of organizational behaviour. OUP Catalogue.
42. Fisher, C. J., & Alford, R. J. (2000). Consulting on culture: A new bottom line. Consulting Psychology Journal: Practice and Research, 52(3), 206.
43. Franke, R. H., Hofstede, G., & Bond, M. H. (1991). Cultural roots of economic performance: A research notea. Strategic management journal, 12(S1), 165-173.
44. Habba, D., Modding, B., Bima, M. J., Bijang, J., & Jamali, H. (2017). The Effect of Leadership, Organizational Culture and Work Motivation on Job Satisfaction and Job Performance among Civil Servants in Maros District Technical Working Unit (No. rvmgy). Center for Open Science.
45. Hargreaves, D. H. (1995). School culture, school effectiveness and school improvement. School effectiveness and school improvement, 6(1), 23-46.
46. Harvard Business Review. 2022. The Leader’s Guide to Corporate Culture. [online] Available at: <https://hbr.org/2018/01/the-leaders-guide-to-corporate-culture> [Accessed 16 June 2022].

47. Hellriegel, D., Jackson, S. E., Slocum, J., Staude, G., Amos, T., Klopper, H. B., ... & Oosthuizen, T. (2004). Management: Second South African Edition. Cape Town: Oxford University Press Southern Africa.
48. Hellrıegel, D., Slocum, J. W., & Woodman, R. W. (2004). Organizational behavior. Thomson, South-Western.
49. Hofstede, G. (1980). Culture and organizations. International studies of management & organization, 10(4), 15-41.
50. Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. Online readings in psychology and culture, 2(1), 2307-0919.
51. House, R. J. (1977). A theory of charismatic leadership. Leadership: The cutting egde.
52. Howell, J. M., & Avolio, B. J. (1993). Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated-business-unit performance. Journal of applied psychology, 78(6), 891.
53. Howell, J. P., & Costley, D. L. (2001). Understanding behaviors for effective leadership. Prentice Hall.
54. Ilham, Romi. (2017). The Impact of Organizational Culture and Leadership Style on Job Satisfaction and Employee Performance. Journal of Advanced Management Science. 50-53. 10.18178/joams.6.1.50-53.
55. Indahingwati, A., Launtu, A., Tamsah, H., Firman, A., Putra, A. H. P. K., & Aswari, A. (2019). How Digital Technology Driven Millenial Consumer Behaviour In Indonesia.
56. Irbo, Mohammedhussen. (2021). A Review Organizational Culture and its Impacts on Employee Job Performance. Vol. 2(2):35-44.
57. Isa, Mohd & Ugheoke, Solomon & Noor, Wan. (2016). The Influence of Organizational Culture on Employees' Performance: Evidence from Oman. Journal of Entrepreneurship and Business. 4. 1-12. 10.17687/JEB.0402.01.
58. Iverson RD, Buttigieg DM (1999). Affective, normative and continuance commitment: Can the `right kind' of commitment be managed?
59. J. Manage. Stud., 36(3): 307-333. Iverson RD, McLeod CS (1996). The role of employee commitment and trust in service relationships. Mark. Intelligence. Plan., 14(3): 36-44.
60. James, L. R., Choi, C. C., Ko, C. H. E., McNeil, P. K., Minton, M. K., Wright, M. A., & Kim, K. I. (2008). Organizational and psychological climate: A review of theory and research. European Journal of work and organizational psychology, 17(1), 5-32.

61. Jones, G. R. (1983). Transaction costs, property rights, and organizational culture: An exchange perspective. Administrative Science Quarterly, 454-467.
62. Kantabutra, S., & Avery, G. C. (2006). Follower effects in the visionary leadership process. Journal of Business & Economics Research (JBER), 4(5).
63. Kark, R., Shamir, B., & Chen, G. (2003). The two faces of transformational leadership: Empowerment and dependency. Journal of applied psychology, 88(2), 246.
64. Katper, Naveeda & Chaudhry, Naveed Iqbal & Tunio, Muhammad & Ali, Muhammad. (2020). Impact of Leadership Style and Organizational Culture on Organizational Commitment. Sukkur IBA Journal of Management and Business. 7. 92. 10.30537/sijmb.v7i1.560.
65. Keup, J. R., Walker, A. A., Astin, H. S., & Lindholm, J. A. (2001). Organizational Culture and Institutional Transformation. ERIC Digest.
66. Kolisang, L. O. (2011). Exploring the relationship between leadership and organizational culture (Doctoral dissertation, North-West University).
67. Kotter, J. (1990). Management Vs Leadership;«. Work is a force for change.
68. Kotter, J. P. (1988). The leadership factor. New York: Free Press; London: Collier Macmillan.
69. Kotter, J. P. (1996). Why transformation efforts fail. The Journal of Product Innovation Management, 2(13), 170.
70. Kotter, J. P. (1998). Winning at change. Leader to leader, 10(Fall), 27-33.
71. Kotter, J. P. (1999). John P. Kotter on what leaders really do. Harvard Business Press.
72. Kotter, J. P. (2008). Corporate culture and performance. Simon and Schuster.
73. Lim, B. (1995). Examining the organizational culture and organizational performance link. Leadership & organization development journal.
74. Louis, M. R. (1980). Surprise and sense making: What newcomers experience in entering unfamiliar organizational settings. Administrative Science Quarterly, 25, 226–251.
75. Lowe, K. B., Kroeck, K. G., & Sivasubramaniam, N. (1996). Effectiveness correlates of transformational and transactional leadership: A meta-analytic review of the MLQ literature. The leadership quarterly, 7(3), 385-425.
76. Lowe, K. B., Kroeck, K. G., & Sivasubramaniam, N. (1996). Effectiveness correlates of transformational and transactional leadership: a meta-analytical review of the literature. Leadership Quarterly, 7, 385–425.

77. MacGregor, B. J. (1978). Leadership.
78. Manz, C. C., & Sims Jr, H. P. (1987). Leading workers to lead themselves: The external leadership of self-managing work teams. Administrative science quarterly, 106-129.
79. Manz, C. C., & Sims, H. P. (1990). Superleadership: Leading others to lead themselves. Berkley Trade.
80. Mat Salleh, Suzila & Mohd Zahari, Ahmad & Said, Nur & Ali, Siti. (2016). The Influence of Work Motivation on Organizational Commitment in the Workplace. Journal of Applied Environmental and Biological Sciences. 6. 139-143.
81. Mathieu J, Zajac D (1990). A review of meta-analysis of the antecedents,correlates and consequences of organizational commitment. Psychol. Bull., 108(2): 171-194.
82. Mathieu, J., & Zajac, D. (1990). A review of meta-analysis of the antecedents, correlates and consequences of organizational commitment. Psychological Bulletin, 108(2), 171-194.
83. Mehta, S., & Maheshwari, G. C. (2013). Consequence of Toxic leadership on Employee Job Satisfaction and Organizational Commitment. Journal of Contemporary Management Research, 8(2).
84. Meyer JP, Allen NJ (1991). A three-component conceptualization of organizational commitment. Human. Res. Manage. Rev., 1(1): 61-89
85. Meyer JP, Heroscvitch L (2001). Commitment in the workplace: A general model. Human. Res. Manage. Rev., 11: 299-326.
86. Meyer, J. P., & Parfyonova, N. M. (2010). Normative commitment in the workplace: A theoretical analysis and re-conceptualization. Human Resource Management Review, 20, 283-294. doi:10.1016/j.hrmr.2009.09.001.
87. Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. Journal of Vocational Behavior, 61, 20-52. doi:10.1006/jvbe.2001.1842.
88. Mohanty, A., Dash, M., Pattnaik, S., Das, J. R., & Misra, S. K. (2012). Study of organization culture and leadership behaviour in small and medium sized enterprises. European Journal of Scientific Research, 68(2), 258-267.
89. Mowday, R. T., Porter, L. M., & Steers, R. M. (1982). Employee organization linkages: The psychology of commitment, absenteeism, and turnover. NY: Academic Press.

90. Niemann, R., & Kotzé, T. (2006). The relationship between leadership practices and organizational culture: an education management perspective. South African Journal of Education, 26(4), 609-624.
91. Northouse, P. G. (1999). Leadership: Theory and practice (p. xxiii). E-Content Generic Vendor.
92. Nurcahyo, Rianto & Della, Patricia & Polla, Johanes & Irawan, Damar Aji. (2018). How Organizational Culture, Transformational Leadership, and Job Characteristics Affect Employee Engagement at PT XYZ. Pertanika Journal of Social Science and Humanities. 26. 1-12.
93. Ogbonna, E., & Harris, L. C. (2000). Leadership style, organizational culture and performance: empirical evidence from UK companies. international Journal of human resource management, 11(4), 766-788.
94. Oppermann, B., & Nault, W. (2021). Transformational leadership in the navy—Cultivating a learning-organization culture. Naval War College Review, 74(1), 10.
95. O'Reilly III, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. Academy of management journal, 34(3), 487-516.
96. Pascale, R. T. (1990). Managing on the Edge. Simon and Schuster.
97. Pearce, C. L., & Sims Jr, H. P. (2002). Vertical versus shared leadership as predictors of the effectiveness of change management teams: An examination of aversive, directive, transactional, transformational, and empowering leader behaviors. Group dynamics: Theory, research, and practice, 6(2), 172.
98. Pearce, C. L., Yoo, Y., & Alavi, M. (2004). Leadership, social work, and virtual teams. Improving leadership in nonprofit organizations, 208(2), 180.
99. Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. The leadership quarterly, 1(2), 107-142.
100. Porter, L.W., Steers, R.M., Mowday, R.T., & Boulian, P.V. (1974). Organizational commitment, job satisfaction, and turnover, among psychiatric technicians. Journal of Applied Psychology, 59 (5), 603-609.
101. Portugal, E., & Yukl, G. (1994). Perspectives on environmental leadership. The Leadership Quarterly, 5(3-4), 271-276.

102. Rasid, S. Z. A., Manaf, M. A. A., & Quoquab, F. (2013). Leadership and organizational commitment in the Islamic banking context: The role of organizational culture as a mediator. American Journal of Economics, 3(5C), 171-176.
103. Rentsch, J. R. (1990). Climate and culture: Interaction and qualitative differences in organizational meanings. Journal of Applied Psychology, 75, 668–681.
104. Robbins, S. P. (2005). Principles of organizational behavior. Translated by Parsaeian A, Arabi M. Ninth printing. Publications Cultural Research Bureau in Tehran.
105. Rodsutti, M. C., & Swierczek, F. W. (2002). Leadership and organizational effectiveness in multinational enterprises in southeast Asia. Leadership & Organization Development Journal.
106. Safonov, Y., Maslennikov, Y., & Lenska, N. (2018). Evolution and modern tendencies in the theory of leadership. Baltic Journal of Economic Studies, 4(1), 304-310.
107. Sarros, J. C., Cooper, B. K., & Santora, J. C. (2008). Building a climate for innovation through transformational leadership and organizational culture. Journal of leadership & Organizational studies, 15(2), 145-158.
108. Schein, E. (2004). Organizational culture and leadership (3rd ed.). San Francisco: Jossey-Bass.
109. Schein, E. H. (1990). Organizational culture (Vol. 45, No. 2, p. 109). American Psychological Association.
110. Schein, E. H. (1992). How can organizations learn faster?: the problem of entering the Green Room.
111. Schein, R. H. (2004). Cultural traditions. A companion to cultural geography, 11.
112. Schein, V. E. (1985). Organizational realities: The politics of change. Training & Development Journal.
113. Schneider, B. (1987). The people make the place. Personnel Psychology, 40, 437–453. doi:10.1111/j.1744-6570.1987.tb00 609.x.
114. Sims, H. P., & Manz, C. C. (1991). Superleadership: Beyond the myth of heroic leadership. Organ. Dyn, 19, 18-35.
115. Sternberg, R. J. (1985). Beyond IQ: A triarchic theory of human intelligence. CUP Archive.

116. Stone, A. G., Russell, R. F., & Patterson, K. (2004). Transformational versus servant leadership: A difference in leader focus. Leadership & organization development journal.

117. Szczepańska-Woszczyna, Katarzyna. (2015). Leadership and Organizational Culture as the Normative Influence of Top Management on Employee's Behaviour in the Innovation Process. Procedia Economics and Finance. 34. 396-402. 10.1016/S2212-5671(15)01646-9.

118. Trice, H. M., & Beyer, J. M. (1993). The cultures of work organizations. Englewood Cliffs, NJ: Prentice Hall.

119. Tuan, L. T. (2010). Organizational culture, leadership and performance measurement integratedness. International Journal of Management and Enterprise Development, 9(3), 251-275.

120. Veldsman, T. H. (2012, October). The growing cancer endangering organisations: Toxic leadership. In Conference on Leadership in Emerging Countries presented by Department of Industrial Psychology and People Management, Faculty of Management, University of Johannesburg, Johannesburg.

121. Waldman, D. A., & Yammarino, F. J. (1999). CEO charismatic leadership: Levels-of-management and levels-of-analysis effects. Academy of management review, 24(2), 266-285.

122. Witziers, B., Bosker, R. J., & Krüger, M. L. (2003). Educational leadership and student achievement: The elusive search for an association. Educational administration quarterly, 39(3), 398-425.

123. Xenikou, A., & Simosi, M. (2006). Organizational culture and transformational leadership as predictors of business unit performance. Journal of managerial psychology.

124. Yukl, G., & Chavez, C. (2002). Influence tactics and leader effectiveness. Leadership, 1(1), 139-165.

125. Yun, S., Cox, J., & Sims, H. P. (2006). The forgotten follower: a contingency model of leadership and follower self leadership. Journal of managerial psychology.

126. Yun, S., Faraj, S., & Sims Jr, H. P. (2005). Contingent leadership and effectiveness of trauma resuscitation teams. Journal of Applied Psychology, 90(6), 1288.

127. <https://www.pwc.com/gx/en/issues/upskilling/global-culture-survey-2021/global-culture-survey-2021-report.html> [Accessed 16 June 2022].